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16 NOV 1978

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : [REDACTED]  
Acting Deputy Director for Administration

SUBJECT : Balancing Employee Needs with Needs of the Organization

REFERENCE : Memo for DD/A, DD/O, DD/NFAC, DD/S&T, Gen Counsel, Leg Counsel, Comptroller, IG, D/Public Affairs, &D/EEO, from DDCI, dtd 5 Oct 78, Subj: Follow-Up to [REDACTED] Retreat 29-30 September

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1. Action Requested: None. For your information only.
2. Background Data: The desirability of equity in balancing needs of the organization with needs of the employee in determining assignments and reassignments is unquestioned within the Directorate of Administration. Together with promotion, we view employee reassignment and career development as basic cornerstones of the Directorate employee management system. If the system is to be effective, it must provide a method to place the best qualified employee available in the appropriate position.
3. The great majority of DDA assignments are determined within the career panel system and some are developed through the Personnel Development Plan. These mechanisms attempt to balance employee needs, professional and personal, with organizational requirements. In the case of the panel, they must first determine the basic requirements of the position to be filled. Professionally speaking, the position will have specific characteristics demanding certain qualifications of the incumbent, e.g. briefing skills may be paramount for certain positions within the Office of Training, understanding of FORTRAN may be a prerequisite for certain positions in the Office of Data Processing, understanding of medical terms and certain basic diagnostic abilities may be required for a medical technician, etc. Additionally, the position will contain physical characteristics such as location (Headquarters, [REDACTED] Foreign Field), grade level, language, cover and travel requirements, etc. If the position is in the Foreign

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Field, information concerning the post must be considered. Items such as educational facilities, medical facilities, housing and personal safety become salient factors in selecting an employee whose needs will mesh with organizational requirements.

4. Once the position (organizational) parameters are defined, the panel may begin the business of selecting the best qualified person available within an acceptable time frame to meet the demands. The employee's career development needs as viewed by the Career Sub-group panel are considered, and then if a match between position requirements and employee abilities and professional needs occurs, the panel further considers personal factors which may have an impact on any final decision. Eventually, after reviewing all sub-group personnel within the particular grade range of the position, a decision is reached as to the best assignee under whatever circumstances then apply. But despite the best efforts, not all positions are filled with an officer who seems to be a perfect match for the job and occasionally, an assignment is necessary even though some aspects of the new position are bothersome to the selectee. In those rare situations, the needs of the Agency come first and employees are expected to comply. Obviously, there are those situations where an assignment may be a part of an employee's career development and yet viewed as an undesirable one by the employee. In cases such as these the employee is faced with a choice.

5. In conjunction with the assignment mechanism, the Directorate maintains an extensive career counselling system. The formal aspect of the system is described in Chapter VIII of our Handbook which is attached. Additionally, employees are encouraged to contact their career management officers, any member of their career panel, their supervisor and the Head of the Sub-group for advice, guidance and counselling concerning all aspects of the employee's career. The Directorate actively fosters participation in formal training for counsellors. In FY-78, we enrolled the maximum number of participants under allowable quotas in the Agency's Career Counselling Course. We look forward to heavy participation in the new Supervisory Counselling Skills Course. We think the Agency could benefit from greater use of professional counselling and we hope our activity in providing appropriate training will contribute greater service in that regard.

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6. We believe that our current system of developing assignments encourages a practical balancing of organization and employee needs and that there exists a free flow of information both to and from the employees. Generally speaking, we feel we have been reasonably successful in providing administration experience and background to satisfy Agency needs, while at the same time providing a satisfying, challenging career for Directorate employees but nevertheless we will continue to look for new ways of improving and refining our system to enable us to meet Agency and employee needs.

  
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Attachment  
As Stated


## Distribution:

Orig - Adse w/att

① - DDA subj

1 - DDA chrono

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O/CMO/DDA  :pao (16 Nov 78)

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